LEGAL SERVICES OF NORTH LOUISIANA, INC.



BOARD OF DIRECTORS'
ORIENTATION MANUAL

INTRODUCTION

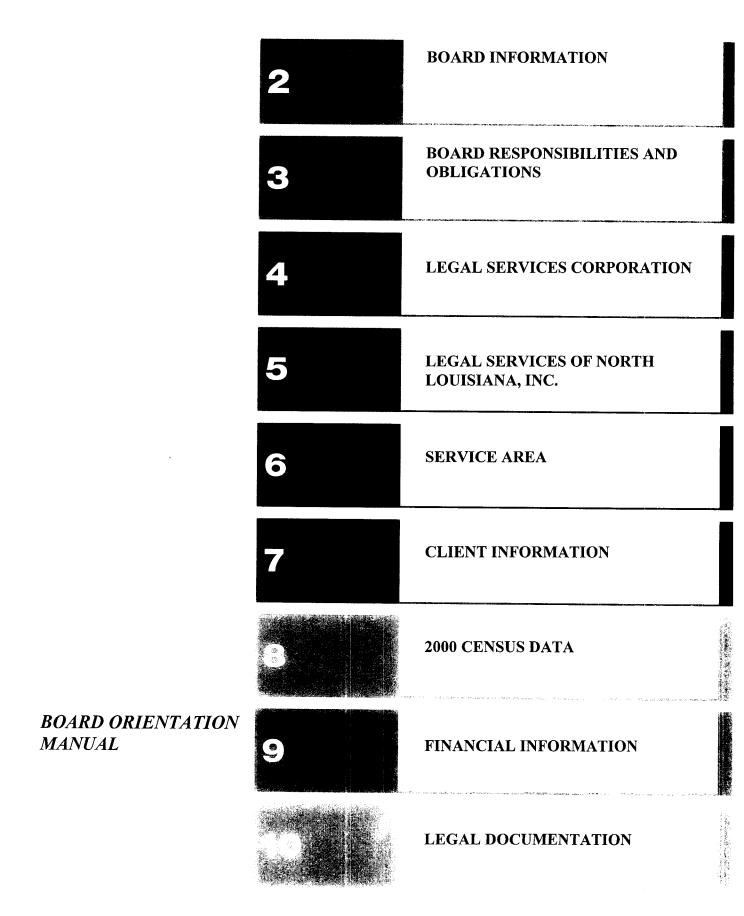


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INTRODUCTION

Legal Services of North Louisiana (hereinafter referred to as LSNL) realizes that new board members may not possess the basic knowledge of the purpose and history of LSNL and the Legal Services Corporation. This knowledge along with a general understanding of board responsibilities and the ability to understand and interpret LSNL's financial statements would prove invaluable. Therefore, in an effort to strengthen your knowledge in these areas, this board orientation manual has been developed.

A director cannot function properly without access to information about LSNL's purposes, activities and goals. In order to become acquainted with LSNL, a new board member should thoroughly review this manual. The board of directors has the responsibility for the operation of LSNL. In addition to having the power to select the officers who will manage the affairs of the corporation, the board of directors is responsible for setting the policies for the board, staff and officers to follow. The board must oversee the operation of LSNL, both to aid in setting policies and to insure that the policies of the corporation are carried out.

Orientation and training of board members have two (2) intertwining objectives: to inform board members about the organization and its programs and to get new members integrated into the board team as quickly as possible so that they can make appropriate decisions and contribute to LSNL's success.

BOARD OF DIRECTORS 2004

SHREVEPORT, LA

Mr. Sam Jenkins Attorney at Law P.O. Box 1788 Shreveport, LA 71166-1788 (318) 636-4266 (Fax 636-4271)

Mr. Bennett Politz Attorney at Law 330 Marshall Street, Suite 1100 Shreveport, LA 71101 (318) 222-2333 (Fax 221-1035)

Mr. Marshall McKenzie Attorney at Law 1519 Westbury Shreveport, LA71105 (318) 797-4356

Ms. Lois Coleman 1201 Vaughn Street Shreveport, LA 71101 (318) 222-3498

Ms. Emma Brown 1765 Joe Louis Blvd. Shreveport, LA 71107 (318) 424-4674

NATCHITOCHES, LA

Mr. Charles Whitehead, III Attorney at Law P.O. Box 697 Natchitoches, LA 71458-0697 (318) 352-6481 (Fax 357-8438)

Ms. Marylene Johnson P.O. Box 1235 Natchitoches, LA 71458 (318) 352-5530

Ms. Mary Adams 3015 Red Bluff Road Gloster, LA 71030 (318) 925-6137 (H) (318) 872-2691 (W)

Mr. William Yarbrough Attorney at Law P.O. Box 297 Vidalia, LA 71373 (318) 336-8480 (W) (318) 336-5338 (H)

MONROE, LA

Mr. Tommy Fields Attorney at Law 1908 Roselawn Avenue Monroe, LA 71201 (318) 323-2040

Mr. Michael Kelly Attorney at Law 401½ Davis Street Lake Providence, LA 71254 (318) 559-2105 (559-2110 Fax)

Mrs. Ruthie Wheeler 4217 Owl Street Monroe, LA 71203 (318) 322-1404

Ms. Earlean Smith 405 Chauvin Pointe Drive Monroe, LA 71203 (318) 345-4279

Mr. Layne Adams Attorney at Law 141 DeSiard Street, Suite 114 Monroe, LA 71201 (318) 387-5552

LEGAL SERVICES OF NORTH LOUISIANA, INC. SCHEDULE OF BOARD MEETINGS 2005

February 19, 2005 (Saturday)	10:45 a.m.	Board Meeting (Natchitoches)
June 11, 2005 (Saturday)	10:45 a.m.	Board Meeting (Shreveport)
August 13, 2005 (Saturday)	10:45 a.m.	Board Meeting (Monroe)
October 8, 2005 (Saturday)	10:45 a.m.	Board Meeting (Natchitoches)
December 10, 2005 (Saturday)	10:45 a.m.	Board Meeting (Shreveport)

BOARD OF DIRECTORS COMMITTEES 2004

Executive Committee

Sam Jenkins, Chair Charles Whitehead, Vice Chair Mary Adams, Treasurer Emma Brown, Secretary Lois Coleman

Budget & Finance Committee

Mary Adams, Chair Ben Politz Lois Coleman

Priorities & Community Education Committee

Lois Coleman, Chair Marylene Johnson Sam Jenkins

Personnel Committee

Emma Brown
Charles Whitehead
Lois Coleman
Ben Politz

Litigation Committee

Charles Whitehead, Chair Marylene Johnson

Building Technology & Compliance Committee

Mary Adams

BOARD COMMITTEES - INTRODUCTION

Depending on the importance of the matter, information may be presented verbally or may consist of many pages of supporting documents. Of critical importance is the agenda itself. A well-run non-profit board will provide its members with a detailed agenda far enough in advance of each meeting so that the directors will have an opportunity to become familiar with each issue on the agenda. Since each director has the responsibility to make an informed decision, adequate notice should be provided. In addition to the agenda, information should be provided about each agenda item on which the directors will be called upon to review, act or advise the staff.

The flow of information should include sufficient financial information to provide a meaningful understanding of the fiscal affairs of the corporation. In any event, the materials should provide the directors with sufficient understanding of the fiscal status of LSNL, and should enable the director to analyze the operation and give proper consideration to all areas of finance.

An effective committee within that context is one that knows itself, is clear about its responsibilities and relationships, and is flexible over time. The cautious process of sharing ideas, personalities, and dreams can result in decisions and actions that make sense and would help strengthen LSNL and, in turn, the community.

Committees are established for a variety of reasons, sometimes, they are needed to help spread the workload of the board. At other times, a committee is needed to develop a special expertise that will enable the board to act more responsibly on an issue. Other committees are formed to save time or to handle a continuing responsibility for the organization.

COMMITTEE DESCRIPTIONS

ROLE EXECUTIVE COMMITTEE

LSNL's executive committee shall consist of elected officers of the corporation and shall include the chairman, vice chairman, treasurer, secretary, and if deemed necessary, any other non-office members. The elected chairman of the board shall serve as chairman of the executive committee. The executive committee shall have the following powers:

- 1. The executive committee shall have power to transact routine affairs between meetings subject to approval of board members.
 - 2. To evaluate and review each year's refunding application.

ROLE BUDGET & FINANCE COMMITTEE

Responsible for conducting an overview of the annual budget and oversight of financial standards.

ROLE PRIORITIES & COMMUNITY EDUCATION COMMITTEE

Responsible for reviewing client eligibility and priorities and providing recommendations to the full Board. This committee is also responsible for community relations.

ROLE PERSONNEL COMMITTEE

Responsible for personnel policies.

ROLE LITIGATION COMMITTEE

Responsible for the review of any litigation issues relating to LSNL.

ROLE BUILDING TECHNOLOGY & COMPLIANCE COMMITTEE

Responsible for a review of buildings, technology, and compliance issues relating to LSNL. Recommendations are forwarded to full Board.

Board Member Responsibilities and Obligations

Purpose: To serve the Board as a voting member, to assist in the development of

and approval of policies, procedures, and regulations to govern the operations of Legal Services of North Louisiana, Inc. To monitor the finances, programs, and performance of Legal Services of North Louisiana, Inc. To assist in the promotion of Legal Services of North

Louisiana, Inc. within the community as well as statewide.

Term: 2 Years

Obligations of the Board:

• Establish policy.

- Hire, supervise, and fire the Executive Director.
- Secure adequate funds and assist in fund raising efforts (if necessary).
- Monitor finances.
- Maintain, update, and monitor short term and long term strategic plans.

Meetings Attendance:

- Regularly attend scheduled meetings as required.
- Attend meetings of committees as required.
- Attend Board retreats, planning sessions, and Board development workshops.
- LSNL's Board meetings are held bi-monthly in accordance with the Schedule of Board Meetings approved each year.
- Attend and participate in special events.

Specific Duties:

- Attend meetings, participate and show commitment to Board activities.
- Become well-informed and prepare for meetings.
- Contribute skills, knowledge, and experience when appropriate.
- Listen respectfully to other viewpoints.
- Assume leadership roles in all Board activities, including fund raising.
- Represent LSNL to the public, businesses, and the community.
- Educate yourself about the legal needs of the clients served by LSNL.

Areas of Responsibility

The job of an LSNL Board Member is usually defined as "policymaker." LSNL's Board establishes policies that direct the organization's staff to take a course of action in order to better serve the legal needs of clients.

LSNL's Board observes and evaluates how well LSNL is led by the Executive Director, implements Board policies and carries out LSNL's mission to serve the legal needs of eligible clients.

Four Areas of Board Responsibility

1. The Board hires, supervises, and if necessary, fires the Executive Director.

The Board's first responsibility is to hire a competent Executive Director to run the organization by managing all aspects of its day-to-day affairs.

By hiring, and then supporting the Executive Director, who directly manages LSNL, the Board assures LSNL is well managed. The Board is responsible for oversight of LSNL. Because the Board delegates the management of LSNL to the Executive Director, it provides management oversight.

- 2. **Strategic planning is a very important responsibility.** Once the Board approves a strategic plan for LSNL, it should monitor the progress of the Executive Director in meeting the plan's goals and objectives.
- 3. **The Board monitors and evaluates.** LSNL's Board must monitor and evaluate bottom-line results.

The Board should monitor the organization's performance in two key areas: financial health and progress toward the Board's strategic, long-range plan for LSNL.

4. **The Board serves as an advocate.** Each volunteer Board member will advocate for LSNL.

As an advocate, a Board communicates the organization's goals to constituents and the community.

Hiring an Executive Director, planning, monitoring, and advocating are the four primary responsibilities of the Board.

Manage the Risks of Board Services

As a Board member, there is an obligation to act in good faith and in the best interest of LSNI.

- 1. **Attend Meetings.** Serve as an active participant. Liability comes from negligence. A Board member can be held responsible for actions taken even in your absence. Minutes shall be recorded and maintained for all Board meetings.
 - A Board member should also pay attention to financial reports in order to closely monitor the financial condition of LSNL. A financial audit conducted by a CPA firm shall be completed each year.
- 2. Review and understand LSNL's policies and governing documents. LSNL has a Board Orientation Manual, Articles of Incorporation, By-Laws, Office Policy and Procedure Manual, Accounting Manual, etc., which provides direction of the overall corporation. LSNL's Board should review Board policies on a regular basis and provide updates to reflect new laws and regulations.

LSNL maintains Management Errors and Omission Liability Insurance coverage on Board Members.

Legal/Ethical Responsibilities of Legal Services of North Louisiana, Inc. Board Members

Election to the Board of Directors of the Legal Services of North Louisiana, Inc. (LSNL) is an honor with attendant privileges. It calls upon the person elected for a dedication of time, thought, and energy toward the viability and support of LSNL. A Board member must meet certain standards of conduct and attention in carrying out responsibilities on behalf of LSNL. These include:

1. Standards of Conduct:

- Duty of Care. A Board member owes the duty to exercise reasonable care when making a decision as a steward of LSNL. Board members who have an actual or potential conflict of interest are not to be substantively involved in decision-making in matters between LSNL and other parties. Board members who have an actual or potential conflict of interest are not to participate in discussions or vote on matters affecting transactions between LSNL and other parties.
- **Duty of Loyalty.** A Board member is prohibited from utilizing information obtained as a member for personal gain, and must act in the best interest of LSNL. A Board member must give undivided allegiance when making decisions affecting LSNL.
- **Duty of Obedience.** A Board member must be faithful to LSNL's mission. Members are not permitted to act in a way that is inconsistent with the central goals of LSNL.
- Duty of Disclosure. Board members are to make known their connections with parties conducting business with LSNL. This information is to be provided annually. A conflict of interest arises whenever the personal or professional interest of a Board member are potentially at odds with the best interest of LSNL. Usually, conflicts are not illegal, but they are vulnerable to legal challenges and public misunderstanding. Loss of public confidence and a damaged reputation are the most likely results of a poorly managed conflict of interest.
- **2. Attendance.** Board members are expected to attend meetings of the Board of Directors.
- **Time Commitment.** Board members shall serve a term based on the requirements of appointment organizations.

- **4. Service.** Board members may be appointed or volunteer to serve on a committee.
- 5. Enforcement. One or more violations of the above conditions and responsibilities may result in the Board member being asked to resign from LSNL's Board of Directors or the Board member may be removed from Board membership by LSNL's Board of Directors.

The Board and Executive Director

The responsibilities that separate the Board's role from the Executive Director may become blurred. Although the Executive Director works for and reports to the full Board. LSNL's Board is selected to ensure that the services closely follow LSNL's mission statement.

On the other hand, the Executive Director is responsible for the daily management of LSNL.

Responsibilities:

- Finance. The LSNL Board creates policies for financial management and approves the budget, but the Executive Director invest funds, pays bills, and handles day-to-day expenditures. The LSNL Board approves bids for major purchases, but the Executive Director makes a recommendation for the actual purchases.
- The Audit. Hiring an auditor to audit the financial statements is the Board's responsibility, but the Executive Director seeks bids for the service and makes a recommendation to the Board.
- Staff Salaries. The LSNL Board approves the broad policies of LSNL that govern personnel, however, the Executive Director determines staffing levels, job descriptions, and hires, fires, disciplines, promotes, and evaluates employees.

The Executive Director is a Vital Team Member.

The Executive Director is a member of the Board team and should be treated accordingly and should participate in all Board discussions and activities.

The Board should never meet without the Executive Director. These meetings, called closed sessions, may destroy any sense of Board and Executive teamwork.

- The Board and Executive Director must be committed to open and honest communications.
- Without the Executive Director's input, one would have no idea why a decision or course of action was taken.

LEGAL SERVICES CORPORATION

The Legal Services Corporation (LSC) is a private, non-profit corporation established by Congress to seek to ensure equal access to justice under the law for all Americans by providing civil legal assistance to those who otherwise would be unable to afford it. LSC was created in 1974 with bipartisan congressional sponsorship and the support of the Nixon administration, and is funded through congressional appropriation.

LSC is headed by an 11-member Board of Directors appointed by the President and confirmed by the Senate. By law, the Board is bipartisan: no more than six members may be of the same political party. LSC does not provide legal services directly. Rather, it provides grants to independent local programs selected through a system of competition. In 2002, LSC funds 179 local programs. Together they serve every county and congressional district in the nation, as well as the U.S. territories. Special service areas also address the distinctive needs of Native Americans and migrant farm workers.

Local programs are governed by their own Boards of Directors, which set priorities and determine the types of cases that will be handled by the program, subject to restrictions set by Congress. A majority of each local Board is appointed by local bar associations. One-third of each local Board is composed of client representatives appointed by client groups. Each Board hires its own Executive Director, who in turn hires the program staff. Programs may supplement their LSC grants with additional funds from state and local governments, IOLTA (Interest on Lawyer Trust Accounts) programs, other federal agencies, bar associations, United Way and other charitable organizations, foundations and corporations, and individual donors. They further leverage federal funds by involving private attorneys in the delivery of legal services for the poor, mostly through volunteer pro bono work.

LSC-funded programs do not handle criminal cases, nor do they accept fee-generating cases that private attorneys are willing to accept on a contingency basis. In addition, in 1996 a series of new limitations were placed upon activities in which LSC-funded programs may engage on behalf of their clients, even with non-LSC funds. Among them are prohibitions on

class actions, challenges to welfare reform, collection of attorneys' fees, rule-making, lobbying, litigation on behalf of prisoners, representation in drug-related public housing evictions, and representation of certain categories of aliens. The Corporation has implemented and rigorously enforced these restrictions.

The legal services delivery system is based on several principles: local priorities; national accountability; competition for grants; and a strong public-private partnership. Local programs are independent entities, governed by Boards of Directors drawn from the local bar and client community. All legal services programs must comply with laws enacted by Congress and the implementing regulations promulgated by the Legal Services Corporation. In 1996, a new system of competition for grants was established to further ensure a high level of quality and effectiveness by LSC-funded legal services providers.

LSNL'S PURPOSE

The general purpose of LSNL is to serve the individual legal need of the community and establish the program as a responsive community service agency, while providing quality legal services to the eligible client population.

LSNL is a non-profit law firm providing legal services to those who cannot afford a private lawyer. No fee is charged for these services. Before a case can be accepted, certain requirements must be met. They are:

- 1. The applicant must be a resident of Bienville, Bossier, Caddo, Caldwell, Catahoula, Claiborne, Concordia, DeSoto, East Carroll, Franklin, Grant, Jackson, LaSalle, Lincoln, Madison, Morehouse, Natchitoches, Ouachita, Red River, Richland, Sabine, Tensas, Union, Webster, West Carroll, or Winn parish.
- 2. The case must be civil (non-criminal) in nature because LSNL is prohibited, according to the LSC's regulations, against criminal representation.
- 3. The applicant must meet financial guidelines as approved by LSNL's Board of Directors. Exceptions are possible in extreme hardship cases including handicapped, elderly, medical and child care cases.
- 4. The case must not be fee-generating because if the case is one that a local attorney could earn money from, LSNL cannot accept it unless two (2) local attorneys refuse it (given the applicant is otherwise eligible).

LSNL represents clients in cases such as automobile and home repairs, loan company and credit problems, housing-public and private, nursing home care, food stamps, welfare, SSI, social security, unemployment benefits, veterans admini- stration benefits, Medicaid, medical and hospital treatment, utilities, school discipline, prison conditions, discrimination, bankruptcies, divorces, child support, adoptions and others.

LSNL'S HISTORY

Legal Services of North Louisiana, Inc. was formed on January 1, 2002, as a result of a merger agreement between Northwest Louisiana Legal Services Corporation of Shreveport, Louisiana, and Kisatchie Legal Services Corporation of Natchitoches, Louisiana. Prior to this merger, Northwest Louisiana Legal Services Corporation had provided legal services to the parishes of Bienville, Bossier, Caddo, Claiborne, and Webster since 1968. While Kisatchie Legal Services Corporation had provided legal services to the parishes of Catahoula, Concordia, DeSoto, Grant, LaSalle, Natchitoches, Red River, Sabine, and Winn since 1978. This merger brought the total number of parishes served to fourteen (14). However, effective January 1, 2002, the Legal Services Corporation of Washington, D.C. awarded Legal Services of North Louisiana, Inc. a grant to provide legal services to an additional twelve (12) parishes located in the northern section of Louisiana. The parishes awarded are Caldwell, East Carroll, Franklin, Jackson, Lincoln, Madison, Morehouse, Ouachita, Richland, Tensas, Union, and West Carroll. As a result of this expansion, Legal Services of North Louisiana, Inc. currently serves twenty-six (26) parishes.

During the year of 2002, Legal Services of North Louisiana, Inc. provided legal services from six (6) different locations, with the central office located in Shreveport, Louisiana, and branch offices located in Minden, Monroe, Tallulah, Natchitoches, and Jonesville. However, based on a decrease in the poor population as indicated in the 2000 Census Data and a projected decrease in Legal Services Corporation funding FY 2003, Legal Services of North Louisiana, Inc. closed the branch offices located in Minden, Tallulah, and Jonesville.

LEGAL SERVICES OF NORTH LOUISIANA, INC. OFFICE INFORMATION

Executive Director: Alma S. Jones Litigation Director: Sarah J. Campbell

Toll-free: 1-800-960-9109

Fax: 318-352-7015

Office Information	Contact Person	Parishes Served
Shreveport Central Office 720 Travis Street Shreveport, Louisiana 71101 Phone: 318-222-7186 Toll-free: 1-800-826-9265 Fax: 318-221-1901	David Handelman Managing Attorney	Caddo, Bienville, Bossier, Claiborne, and Webster
Monroe Branch Office 3016 Cameron Street Monroe, Louisiana 71201 Phone: 318-699-0889 Toll-free: 1-800-259-6591 Fax: 318-699-0191	Andre Jones Managing Attorney	Caldwell, East Carroll, Franklin, Jackson, Lincoln, Madison, Morehouse, Ouachita, Richland, Tensas, Union, and West Carroll
Natchitoches Branch Office 134 St. Denis Street Natchitoches, Louisiana 71457 Phone: 318-352-7220	Lewis Gladney Managing Attorney	Catahoula, Concordia, DeSoto, Grant, LaSalle, Natchitoches, Red River, Sabine, Winn

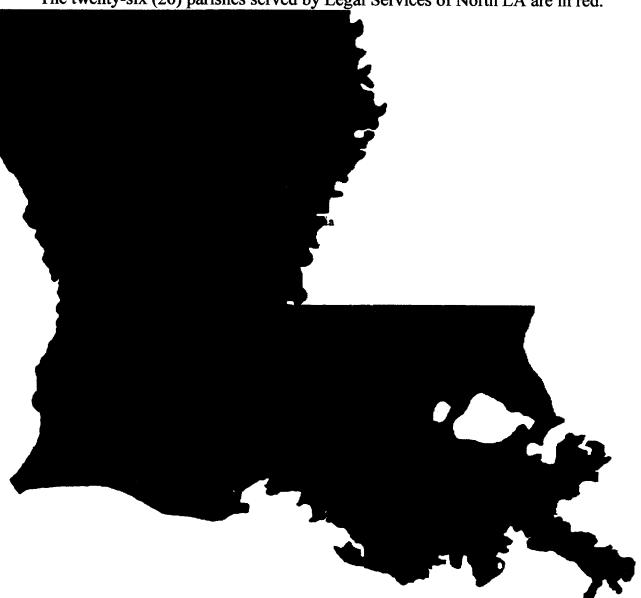
LEGAL SERVICES OF NORTH LOUISIANA, INC. STAFF ROSTER BY POSITION FY 2003 PREPARED NOVEMBER 26, 2002

TOTALS	Janitor	Office Assistants/Intake	Legal Secretaries	Executive Secretary	Office Managers	Accountants/Compliance Auditor	Paralegals	Staff Attorneys	Senior Attorneys	Managing Attorneys	Chief Financial Officer	Litigation Director	Executive Director	POSITIONS
21	-1	4	N		-4	-	N	4	-1	-	-7		-	SHREVEPORT
12	0		ω	0	-1	0	_	4			0	0	0	MONROE
7		0	N	0	- -	0	0	0	ω		0	. 0	0	NATCHITOCHES
40	-3	ហ	7		ω	-3	ພ	œ	Οij	ţ <u>u</u>				TOTALS

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The twenty-six (26) parishes served by Legal Services of North LA are in red.



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26 PARISHES SERVICED BY LSNL

- 1. Bienville
- 2. Bossier
- 3. Caddo
- 4. Caldwell
- 5. Catahoula
- 6. Claiborne
- 7. Concordia
- 8. DeSoto
- 9. East Carroll
- 10. Franklin
- 11. Grant
- 12. Jackson
- 13. LaSalle
- 14. Lincoln
- 15. Madison
- 16. Morehouse
- 17. Natchitoches
- 18. Ouachita
- 19. Red River
- 20. Richland
- 21. Sabine
- 22. Tensas
- 23. Union
- 24. Webster
- 25. West Carroll
- 26. Winn

LEGAL SERVICES OF NORTH LOUISIANA MODEL INTAKE PRINCIPLES

These principles are identified as the beginning of a discussion of model intake procedures. While it is acknowledged that each program, and potentially each office within a program, will exercise uniformity in making its decision about how to specifically implement intake, these principles and procedures are reflective of the need to serve clients responsively, while permitting reasonable flexibility to meet particular geographically diverse client needs.

- 1. All intake systems should be "Client Centered," providing ease of access to legal services and prompt, high quality assistance or referral. In some programs, especially as a result of consistently reduced and restricted funding and limited staff, the choice of intake/delivery systems may be the result of staff convenience or program/office historical process, and not by how well the intake system serves clients. Clients care about having their problems resolved, and not about which particular "unit," staff person, or outside agency handles the problem, and thus intake systems should reduce client frustration by efficiently connecting the client with the potentially helpful source and not simply informing the client that "we do not handle your type of request."
- 2. All intake systems should have an effective means of providing a prompt response to client inquiries regarding whether the program can provide assistance, and what level of assistance may be available. This may involve setting timetables for responding to client contacts with an intake, and also timetables for advising clients regarding the "case acceptance" decision.

Comment: It is optimal that intake should be conducted within 24 hours of the initial client contact, and a "case acceptance" decision should be made within ten days of the intake. Most programs already conduct intake at the time the client contacts the legal services office, and thus the only additional requirement that these principles requires is that a client who calls after-hours or for whom no intake worker is available at the time of contact be re-contacted by the office within two days for completion of an intake. Further, once an intake has been completed, most programs' case acceptance guidelines readily make clear whether the case is one that will likely be accepted or rejected. Only those cases involving unclear facts (thus rendering a prediction of potential merit difficult) or where insufficient staff resources may potentially preclude taking a case otherwise within priorities may require further consideration at a case acceptance meeting. Time for such consideration is permitted. Some programs permit the individual case handler to make acceptable/rejection decisions at the conclusion of intake, consistent with the program's case acceptance guidelines. Most programs that make group decisions about acceptance/rejection do so on a weekly basis. Thus, a decision regarding acceptance/rejection should be made within ten days after a completed intake. In some cases requiring additional fact determinations, the decision may be to accept the case for investigation. So long as this is promptly communicated to the client, this principle will be satisfied. In such cases, a prompt investigation should be undertaken

consistent with the Rules of Professional Responsibility such that, if representation is ultimately declined, the client has the maximum opportunity to secure other representation.

3. All intake systems should have protocols for identifying "emergencies" which require handling outside the normal timetables identified above, and for more quickly and efficiently connecting clients with the staff or other service agency which might address the client's emergency needs.

Comment: These situations cannot be enumerated. However, an example would be an eviction with a hearing scheduled prior to the next regular case acceptance meeting. In such circumstances, each program should clearly identify the procedures appropriate for making a decision regarding case acceptance or rejection and referral to other sources. Some programs use direct contact between the intake worker and a managing attorney, or an "attorney of the day" model where the attorney of the day is empowered to make acceptance/rejection decisions in such emergency cases.

4. All intake systems should have protocols for identifying which cases need in-depth evaluation of the client's legal need, the potential for successful resolution, and the ability to make a timely referral of that client to staff not connected with the "intake process" for a determination about representation within the program's priorities or case acceptance guidelines.

Comment: Not all clients' matters can be resolved by the provision of counsel/advice or brief service. Thus, each intake system shall clarify those situations in which in-depth evaluation of the client's legal need is necessary, and assistance through brief advice is not wholly sufficient. Such circumstances will vary by client characteristic and case type. For example, clients with limited intellect or communication difficulties may require in-depth evaluation where client not so limited may be potentially assisted with community legal education materials or pro se assistance. Similarly, evictions for non-payment of rent from private housing may be determined, given the local court procedures, to be susceptible to advice only assistance, while evictions for non-payment from publicly subsidized housing or for other lease violations may require in-depth evaluation.

5. All intake systems should have as a component of timely intake, the prompt and efficient referral of cases outside the program's priorities or case acceptance guidelines to specific alternative sources of assistance, where feasible, such as lawyer referral services, civil rights agencies, specialized programs for legal representation, non-legal advocacy or information agencies, etc.

Comment: Most programs have such informal referrals already as part of their intake process. Many do not make referral information uniform or institutionalized. Programs should make use of available technology to identify for all intake workers/case handlers

the entire knowledge of the program regarding referral sources for particular client problems, and such referrals should be made.

6. All intake systems should provide timely legal advice or brief service for matters of common or recurring concern to members of the client community but for which the program does not have the resources to provide individual representation of clients, and where the client may be assisted in understanding his/her legal position, need for legal counsel, and/or ability to pursue some level of representation pro se if he/she is unable to locate counsel.

Comment: This advice should be standardized within the office so that clients with the same problem receive the same advice, regardless of the intake worker/attorney. The use of form letters, uniform community legal education, or pro se materials is essential. It is understood that certain matters may be of local concern only, such as where local court protocols differ, and thus individual programs may have variations of the same materials. However, within a program or office, the advice given should be uniform and periodically reviewed for continued accuracy.

- 7. All intake systems should have client legal education materials available to provide to clients who request services which cannot be provided by individual representation, or who seek information about a particular legal issue without an articulated desire for immediate representation.
- 8. All intake systems should have, consistent with local court rules and practice parameters, materials available to clients for pro se use in common or recurring areas of unmet client need for which the program is unable to provide individual representation, and in which the client may be able to proceed pro se with a greater likelihood of success than if the client took no action in the legal matter whatsoever. These materials may vary in substantive and/or procedural content, and program protocols should assist in identifying which clients may not have the individual ability to proceed pro se in a particular proceeding (e.g., the intellectually challenged, non-English speaking, etc.).

Comment: A working group of the Access to Justice Committee of the LSBA is exploring areas in which pro se representation is appropriate, in collaboration with the court system. To the extent that such planning results in statewide efforts, all legal services programs will support such efforts. In addition, individual efforts to promote pro se representation should be undertaken where the local court system and/or local bar association is not hostile to such efforts. Where such hostility exists, the legal services program should make appropriate efforts to engage the local stakeholders in evaluation of the potential benefit to the civil justice system of expanded access through conferences, study committees, etc.

9. All intake systems should have the capacity to make efficient referrals of clients whose needs must be resolved by representation in another legal services program service area, both within and outside of Louisiana.

Comment: Referrals should be made by faxing or emailing the intake/request for assistance to the program in whose service area the problem must be resolved. While there are many core, overlapping program priorities, necessary variation due to staff limitations and local needs dictate that a complete investigation need not be done before referring. However, client eligibility information and basic facts supporting the clients claim and the nature of the legal problem shall be obtained by the referring program. Programs should accept referred clients for representation at the level which would be provided to clients residing within the local program's service area. To the extent that extended service is necessary, the referring program shall remain engaged as co-counsel for the purpose of assisting with client preparation, discovery, etc.

- 10. All intake systems should make appropriate use of available technology to provide timely and efficient services to clients consistent with these principles. Such technology can be helpful in making referrals between offices and programs by transferring information; by quickly documenting and closing cases which require only advice or brief service; by generating appropriate advice/referral letters and providing legal information or pro se materials, etc.
- All intake systems should make appropriate provisions for modifying intake to serve non-English speaking clients, or clients with special needs or limitations in communicating with or contacting a legal services office. This may include outreach provisions, as well as provisions for interpreters.
- 12. All intake systems should include provisions for regular review by a supervising attorney to ensure consistent and appropriate handling of client inquiries takes place, and to identify recurring or systemic problems affecting clients.
- 13. All intake systems should include methods for evaluating the effectiveness of services provided and client satisfaction. These may include periodic questionnaires, follow up call by staff, review of court records, and the results of pro se representation, etc.

LEGAL SERVICES OF NORTH LOUISIANA, INC.

720 TRAVIS STREET SHREVEPORT, LOUISIANA 71101 TELEPHONE (318) 222-7186 TOLL FREE 1-800-621-2488 FAX (318) 221-1901

ALMA S. JONES
ATTORNEY AT LAW
EXECUTIVE DIRECTOR

SAM JENKINS ATTORNEY AT LAW CHAIR, BOARD OF DIRECTORS



To:

All Staff

From:

Alma S. Jones WDX

Executive Director

Date:

June 15, 2004

Subject:

Eligibility Guidelines

The Board of Directors approved new eligibility guidelines at its June 5, 2004, meeting which are consistent with the 2004 Federal Poverty Guidelines. Asset limits will remain the same in accordance with the following:

- 1. The client may have a savings and/or checking account of no more than \$750 to qualify for services;
- 2. Exclude the family home as an asset;
- 3. Exclude the first vehicle as an asset; and
- 4. Non-liquid assets cannot exceed \$5,000.

The 2004 Federal Poverty Guidelines are attached. These guidelines will be implemented at LSNL on July 1, 2004.

ASJ:kw Staff/Eligibility (Widelines 2004









LEGAL SERVICES OF NORTH LOUISIANA, INC. <u>ELIGIBILITY GUIDELINES AND CASE ACCEPTANCE</u> (Based on 2004 Poverty Guidelines)

(Caddo, Bossier, Webster, Claiborne, and Bienville Parishes)

RE: Annual update of income eligibility levels per 45 C.F.R. Part 1611.

Reference: Appendix A of part 1611 -- Legal Services Corporation Poverty Guideline

The following Eligibility Guidelines approved by the Board of Directors are hereby established for Legal Services of North Louisiana, Inc., Shreveport Office:

NON-DOMESTIC	FAMILY SIZE	MAXIMUM	DOMESTIC INVOLVINGVIOLENCE	DOMESTIC NON-VIOLENCE
		(125%)	(90%)	(75%)
9,310	1	11,638	8,379	6,982
12,490	2	15,613	11,241	9,367
15,670	3	19,588	14,103	11,752
18,850	4	23,563	16,965	14,137
22,030	5	27,538	19,827	16,522
25,210	6	31,513	22,689	18,907
28,390	7	35,488	25,551	21,292
31,570	8	39,463	28,413	23,677

For each additional household member add 3,975

Maximum Asset Ceiling for Applicant's Household Unit

- A. If an applicant for legal services otherwise qualifies under the standard income guidelines, such applicant's household unit must also satisfy each of the following asset ceilings:
 - 1. Seven Hundred dollars (\$750.00) cash on hand, savings, and checking accounts, stocks, bonds, royalty income, or any other liquid assets.
 - Five Thousand dollars (\$5,000.00) in nonliquid assets, excluding the family home and/or any work related equipment,

essential to produce income.

- 3. Exclude the first vehicle as an asset.
- B. Special Considerations
 - Availability of the assets in time to meet the needs of the client.
 - 2. Handicapped, institutionalized, and elderly clients.

ADM/Guidelin.04

PRIORITIES FOR 2003

In accordance with the Legal Services Corporation's Rules and Regulations, the following is a report on the results of an intensive priority setting process conducted by Legal Services of North Louisiana in 2002. Accordingly, the priority review committee of Board of Directors have held meetings in order to plan, approve the priority setting instrument, to conduct a review of the results, and resulting in a recommendation to the Board of Directors.

The committee, with assistance from staff and community leaders, conducted an extensive survey of eligible clients in all twenty-six (26) parishes, which comprise the service area of Legal Services of North Louisiana (LSNL). Additionally, members of various bar associations, judiciary and other community groups were surveyed with their views solicited. The raw data was reviewed by the Priority Committee.

Also taken into consideration were the other legal resources available to provide assistance in specified areas. The following are the areas in which the greatest needs were recognized: Family, Income Maintenance, Consumer Finance, Housing, Health, and Iuvenile.

1. DOMESTIC

LSNL is unable to handle all divorces. Priority will be given to those cases accompanied by special circumstances as follows:

- A. Emergency conditions or problems such as danger to a spouse or to children, i.e. abuse.
- B. Child snatching where the client has been granted legal custody.
- C. Special priority will be given to divorce cases where there are children present and are involved in the

divorce case the family is in need. This would include child support where Child Support Enforcement Services is unable to assist.

- D. Whether the client has been sued and the issue of custody or child support is present.
- E. The willingness of private attorneys to handle a case on a PAI basis.
- F. Child support or alimony arrearages cases in which the client is unable to secure adequate private counsel and the arrearage amount is not de minimus and there is a realistic possibility of being able to collect said arrearage from the defendant.
- G. Other special circumstances.

Name changes would normally not be handled unless such would materially benefit the client.

- 2. INCOME MAINTENANCE Within the priorities, efforts will be made not to turn down anyone being denied emergency assistance or anyone who, as a result of a benefit termination, faces a lack of adequate income to meet basic physical needs. There must be merit to the case.
 - A. Social Security/SSI Administrative Hearings and Appeals to Federal Court based on the evaluation as to merit of each individual case.
 - B. Unemployment compensation, administrative hearings and appeals.
 - C. TANF or other welfare appeals.
 - D. Food stamps, administrative hearings and appeals.

3. CONSUMER FINANCE

- A. Collection cases including repossessions, deficiency judgments, garnishments.
- B. Contracts and warranties, particularly involving used cars and other items.
- C. Bankruptcies should be scrutinized closely for actual financial benefit to the client.
- D. Deceptive practices and usurious or other illegal lending practices.
- 4. HOUSING There will be an emphasis on maintaining the client and the family in its home. Therefore, most efforts are focused on problems involving an emergency loss of shelter.
 - A. Eviction prevention with a special emphasis upon developing remedies dealing with retaliatory evictions.
 - B. Illegal lock outs.
 - C. Utility shut offs.
 - D. Housing conditions.
 - E. Home ownership/real property The client, without legal intervention, would lose the family home.
- 5. HEALTH Representation in Medicaid cases.
- 6. JUVENILE Representation of clients involved in child in need of care cases or termination of parental rights. The accessibility of appointed private attorneys for such representation should be considered.

- 7. The provision of community legal education to community groups is emphasized in an effort to prevent legal problems from arising.
- 8. Counsel and advice and brief services to eligible clients.
- 9. Notarial work in preparation of documents to be notarized, such as voluntary provisional custody, guardianships, wills, power of attorneys, living wills, etc.
- 10. Other grants/contract work to provide civil legal representation under those contracts.
- 11. Senior citizens grant/contract work to provide civil legal representation to seniors.
- 12. LSNL's emphasis is on providing legal assistance to assist in maintaining income, shelter and a safe environment for a family and other legal actions necessary to strengthen the family unit, including, but not limited to, consumer, education, health and other issues.
- 13. Exception for emergencies The staff may choose to handle other cases that involve the necessities of life or a significant risk to the health or safety of the client.
- 14. Other cases which will be accepted on a pro bono or PAI basis by private attorneys.
- 15. Representation in individual matters where the long term outcome would be a systemic change for a large number of other potential clients.
- 16. Exclusions LSNL will not handle matters involving the following:
 - A. Fee generating cases;

- В. Small claims court cases unless the client can demonstrate that the opposing party is represented by counsel or otherwise possesses an unfair strategic advantage over the potential client. Consideration will be provided only in the cases where it is obvious that the client would be unable to represent themselves and where there is a potential substantial out of pocket judgment to be obtained against the client and the client is not judgment proof. Additional small claims Court cases. taken into consideration the issues listed above, may also be represented where the client has the potential of more than a de minimis judgment against the opposing party and there is a realistic chance that such judgment could actually be collected following the rendition of a judament.
- C. Successions These may be considered, if resources allow, when the LSNL client would end up the sole owner of the home in which the client resides. Most successions, if they qualify under the above requirement, would be referred to pro bono or PAI attorneys.

LEGAL SERVICES OF NORTH LOUISIANA, INC.

720 TRAVIS STREET SHREVEPORT, LOUISIANA 71101 TELEPHONE 318/222-7186 FAX 318/221-1901

ALMA S. JONES ATTORNEY AT LAW EXECUTIVE DIRECTOR

SAM JENKINS ATTORNEY AT LAW CHAIR, INTERIM BOARD OF DIRECTORS

Interoffice MEMORANDUM

To:

All Staff

From:

Alma S. Jones (US)

Executive Director

Date:

January 16, 2004

Subject:

Board's Revision of the Grievance Procedure

The Board approved revisions to the Grievance Procedure at its meeting held on December 13, 2003.

The Managing Attorneys are now authorized to handle complaints involving eligibility and merits of claim. However, they will be required to memorialize by letter to the client, within 10 days of the in person or telephone conference with the client, the conclusions reached about eligibility with a copy to the Litigation Director and Executive Director. No further appeal rights will be indicated. All conclusions reached on Merits of Claim should be discussed with the Litigation Director.

All appeals on rejections of service due to caseload or priorities should go to the Litigation Director. This decision is based on the fact that the Litigation Director gets to regularly participate in your weekly case acceptance meetings which are designed to enforce cases coming in consistent with the priorities of LSNL. I have also authorized the Litigation Director to control caseloads by allowing attorneys to refuse cases based on heavy caseloads as warranted. Therefore, the Litigation Director is best suited to answer client questions when cases are refused on this basis.

Again, all client complaints on this should be responded to within 10 days by letter and there is no further right of appeal. A copy of the letter should be sent to the Executive Director, who will maintain a file on all complaints.









Memorandum January 16, 2004 Page 2

The Executive Director will review all quality of service complaints. Managing Attorneys or the Litigation Director may attempt to resolve it, but the client needs to be advised that they have a right of appeal to the Executive Director and if not resolved at that level, the Board Grievance Committee may also review this complaint.

The Board Grievance Committee will only be reviewing manner or quality of service complaints. The Executive Director will only review eligibility appeals where there is discretion to approve because the client income does not exceed 125% of the poverty guidelines. If there is no discretion and the client is clearly over the guidelines, Managing Attorneys will review these appeals. Intake letters must be revised to reflect these new procedures.

ASJ:kw ASJ/Memo.Revision of Grievance Procedure

GRIEVANCE PROCEDURE

2401. Client Grievance Procedure

It is the policy of LSNL that applicants, clients, and members of the public be assured of a meaningful way to have their grievances against LSNL heard and resolved. On the other hand, this grievance procedure needs to root out meritless grievances for summary disposition so as not to tax unnecessarily the time and resources of LSNL that can be otherwise devoted to eligible clients with legitimate and actionable legal matters within LSNL established priorities. Applicants who have been refused legal services by LSNL generally take the decision graciously; some, however, may wish to contest this decision. A candid discussion, however brief, clears the air and promotes a better understanding for those members of the client community we are able to serve.

2401a. Denial of Legal Assistance - If a client applies for legal assistance with LSNL and is told LSNL cannot help him/her because of a priority or eligibility deficiency, he/she has a right to make a complaint within ten (10) days either orally to the Executive Director's secretary or in writing by letter addressed to the Executive Director. Whereupon, the Executive Director or her/his designee shall schedule an appointment as soon as practical (in person or by telephone) with the rejected client to candidly discuss his/her priority and/or eligibility deficiency. A note memorializing the conversation between the Executive Director and/or her/his designee and the rejected client shall be maintained.

There shall be no review of the Executive Director's or her/his designee's decision on priority or eligibility disqualification except for the Executive Director's review of her/his designee's determination.

2401b. Denial of Legal Assistance - Merits - If an otherwise eligible client applies for legal assistance with LSNL and is told LSNL cannot assist him/her due to a deficiency on the merits (e.g. prescription, no right of action, no cause of action, or the law provides no remedy upon which relief can be granted), the rejected client has a right to make a complaint within ten (10) days either orally to the Executive Director's secretary or in writing by letter addressed to the Executive Director. Whereupon the Executive Director or her/his designee shall schedule an appointment as soon as practical (in person or by telephone) with the rejected client to candidly discuss the matter fully regarding any defect on the merits. A note memorializing the conversation between the parties shall be maintained.

There shall be no review of the Executive Director's or her/his designee's decision in the matter except for the Executive Director's review of her/his designee's determination.

2401c. Dissatisfaction with LSNL's Handling of Case - If a client is not satisfied with the manner or quality of LSNL's legal assistance in a case, he/she may file a formal complaint within thirty (30) days so LSNL can determine if anything further can be done in the case.

The procedure is as follows:

- 1) <u>Complaint/Oral</u>. The client may lodge a complaint with the Executive Director's secretary about the legal assistance he/she is receiving or has received from LSNL.
- 2) <u>Complaint/Written</u>. A letter should be written to the Executive Director of LSNL expressing why the client is dissatisfied.
- Appointment. An appointment will be scheduled between the client and the Executive Director or her/his designee within ten (10) days after the complaint is received. Telephone appointments may be utilized out of necessity but are not encouraged. However, the primary concern is accommodation to the client.
- Board Grievance Procedure. If the problem is not resolved by discussion with the Executive Director or her/his designee, the client has a right to discuss the complaint with the Board of Directors' Grievance Committee comprised of three (3) members of the Board of Directors appointed by the Chairman of the Board. The Chairman is an ex-officio member of the Grievance Committee. The client shall advise the Executive Director or her/his designee within seven (7) days after the client's audience with the Executive Director or her/his designee if the client desires the Grievance Committee to review the matter.
- Presentation to Grievance Committee. A client may present the matter in person or writing to the Board's Grievance Committee within thirty (30) days after he/she requests it. The client may write down the complaint in his/her own words or may dictate his/her complaint in his/her own words so it can be in the complaint file for presentation to the Board's Grievance Committee. If the client chooses to personally address the Grievance Committee, he/she may be accompanied by another person to the committee meeting.

2401d. Public Complaint - If a member of the public has a complaint regarding LSNL's violation of the Legal Services Act, Regulations, Instructions or Guidelines, such a complaint should be made to LSNL by phone or letter. The person would then be informed of LSNL's grievance procedure.

2401e. Notification to Clients of Appeal Rights.

- 1) A copy of this policy shall be posted in the reception area for client viewing.
- 2) A client may be notified by letter of his/her rejection and such letter may contain a statement regarding appeal rights.

- Upon request for an appeal by a client, the Executive Director or her/his designee shall respond within ten (10) days after receipt of a complaint. She/he will consider the position of the client and the reasons for rejection of the case by LSNL. The client shall be notified of the decision of the Executive Director or her/his designee and of the client's further appeal rights.
- 4) A file containing every complaint and record of the hearing shall be preserved for examination by LSNL. The file shall include any written statement submitted by the complainant and findings and decisions by the Executive Director, her/his designee and/or Board Grievance Committee.
- 5) The complainant may also contact the Legal Services Corporation, Office of Compliance and Review, at 750 First Street, N.E., 11th Floor, Washington, DC 20002-4250.

LEGAL SERVICES OF NORTH LOUISIANA, INC. 2000 CENSUS DATA ANALYSIS PREPARED NOVEMBER 13, 2002

SUDEVEDORT A DEL	<u>PARISH</u>	2000 POVERTY POPULATION	1990 POVERTY POPULATION	VARIANCE (plus/minus)	PERCENTAGE (plus/minus)
SHREVEPORT AREA:					
	Bienville	4,001	4,824	-823	-17
	Bossier	13,184	13,592	-408	-3
	Caddo	51,903	58,539	-6,636	-3 -11
	Claiborne	4,141	5,096	-955	-19
	Webster	8,258	10,336	-2,078	-19
	Sub-Total	81,487	92,387	-10,900	-20 -12
MONROE AREA:				,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	£ 2 4
	Caldwell	2.00=			
	East Carroll	2,097	2,750	-653	-24
	Franklin	3,387	5,293	-1,906	-36
		5,818	7,500	-1,682	-22
	Jackson Lincoln	3,002	3,667	-665	
•	Madison	9,855	9,310	545	
	Morehouse	4,558	5,416	-858	-16
		8,046	9,645	-1,599	
	Ouachita	29,515	,	-4,261	
•	Richland	5,562		-1,076	
	Tensas	2,215	7,-00	-1,020	
	Union	4,148	.,	-710	
	West Carroll	2,68 8	3,258	-570	
	Sub-Total	80,891	95,346	-14,455	• •
NATCHITOCHES ARE	A:				
	Catahoula	2,921	2 000	4.000	•
	Concordia	5,680	0,000	.,	
	DeSoto	6,296	9,400		•
	Grant	3,948	.,,	.,	
	LaSalle	2,486	-,		
	Natchitoches	9,653	_,00.		• • • •
	Red River	2,775	,	.,	• •
	Sabine	4,950	~,	• •	
	Winn	3,253	٠,٠,٠	.,	
,	Sub-Total	41,962	-,	,	
		41,902	50,055	-8,09	-16
	Grand Total	204,340	237,788	-33,44	8 -14

FINANCIAL STATEMENTS

One fundamental purpose of the financial statements of a non-profit organization is to disclose the sources of the organizations resources and how those resources were used, i.e. stewardship reporting. LSNL's total support is comprised of LSC as well as other funding sources. There are normally two (2) categories of support that most LSC recipients will receive.

- 1. Unrestricted Funds These are resources over which the LSNL Board of Directors has discretionary control to use in carrying on LSNL's operations in accordance with the limitations of its charter and by-laws.
- 2. Restricted Funds Those resources which bear a legal restriction as to use imposed by parties outside of the organization -- usually by the grantor or contributor.

Generally Accepted Accounting Principles require that these different types of resources of LSNL are reported separately. LSNL has established an unrestricted fund to be used to record grants, contracts and contributions which have no restrictions associated with their use and a restricted fund for grants, contracts and contributions which specify the conditions under which these funds may be used.

BUDGETING PURPOSES

A <u>Budget</u> is a formal (perhaps even legal) quantitative expression of managements plans or intentions, often in dollar terms.

PURPOSES SERVED BY THE BUDGET PROCESS

- 1. Provides a forecast or plan of what can be expected.
- 2. Provides a communication and coordinating device within an organization.
- 3. Forces managers to think ahead and compels them to make choices.

USES OF BUDGETS

- 1. Anticipating future needs and events.
- 2. Calculating prices and reimbursement rates.

- 3. Setting achievable goals and objectives which are <u>congruent</u> with overall policies and goals as a coordinating and motivational device.
 - 4. Selecting programs to achieve goals efficiently.
 - 5. Choosing resource combinations to achieve efficiency.
 - 6. Conducting on-going performance evaluation.

FINANCIAL PLANNING

Traditional budget systems generally are prepared by organizational units, but an emphasis is placed on the line item of each expenditure. A procedure somewhat like the following is used:

- (A) Extrapolate this year's spending level into next year's with variations based on a comparison of this year's budget with this year's activities.
- (B) Incorporate adjustments for specific line items to cover new circumstances or inflationary conditions on materials and supplies.
 - (C) Increment each line item to include new projects or programs.

TYPES:

- (1) Constant-Increase Model
- (2) Constant-Share-of-the-Budget-Total Model
- (3) Constant-Share-of-the-Budget-Increase Model

The basic rules for accounting are:

- 1. Assets = Liabilities + Fund Balance last year + Revenues Expenditures
- 2. Assets + Expenditures = Liabilities + Fund Balance last year + Revenues

NOTE: Two important ideas:

- A. Accounting is an equation which must balance. This indicates that transactions must involve two parts which must balance.
 - B. If we increase assets or expenditures, then we must increase liabilities or revenues.

FINANCIAL STATEMENT ANALYSIS

Financial statement analysis is the art of understanding, interpreting, and projecting the financial statements of LSNL. How is financial statement analysis done? One approach is the time series analysis approach. This compares the organization's results in the current year with those of last year. A second approach compares two organizations of the same industry. This requires consistent accounting between organizations. Financial analysis tries to answer these types of questions. How financially liquid is the organization? How solvent on a long-term basis is the organization? What is the organization's staying power during periods of economic weakness? How stable is the organizations revenue base? How fast are the organization's expenses increasing and which expenses are increasing most rapidly? These questions require different answers for different types of organizations.

In order to properly analyze LSNL's financial statements you should:

- 1. Understand the definition or purpose of each financial statement produced.
- 2. Have a general understanding of the budgets approved by LSNL's Board of Directors.
- 3. Pay particular attention to the title and date of each statement because each statement provides information that covers a specific period of time.
- 4. Understand the column headings with the words actual, budget and variance. Statement totals would cover the period from the beginning of the calendar year which is January 1 through the ending period of the statement. The word "actual" would indicate the actual amount spent from the beginning of the year through the ending date of the statement, whereas the words "budget amount" would cover the same period, however, would only take into consideration the amount budgeted and approved by LSNL's Board of Directors for that same specific period of time. Variance would indicate the difference between the amount budgeted and the actual expenditures for that period of time. The current month calculation would take into consideration only expenses and budget amounts for the current month of the

statement. The actual expenses for the current month is deducted from the budget amount in order to arrive at a variance or difference.

- 5. Understand the column heading year-to-date. These columns would include amounts from January 1 through the ending period of the statement.
- 6. Understand the annual budget columns. These columns would include the original or revised budget amounts approved by LSNL's Board of Directors. The annual budget variance is the difference between the annual budget and year-to-date expenses.
- 7. Ask questions of the Executive Director or Administrator if you feel an amount is over the approved budget amount. Some expense categories will vary due to varying vendor billing procedures.

LEGAL SERVICES OF NORTH LOUISIANA, INC. PROJECTED INCOME FOR YEAR 2004 PREPARED JUNE 15, 2004

Fund Sources	TOTALS	FUNDING PERCENTAGE
Legal Services Corporation	\$1,800,999.00	70.3
IOLTA	\$236,088.00	9.2
LSC 2003 Carryover	\$216,762.00	8.4
VAWA - 2004	\$150,000.00	5.9
State Legislative Grant	\$47,718.00	1.9
Area Courts & Other Misc.	\$24,000.00	1.0
United Way	\$20,313.00	0.8
St. Mary Land & Exploration	\$15,700.00	0.6
Caddo COA	\$12,400.00	0.5
Interest Income	\$5,800.00	0.2
Elderly Protective Services	\$5,000.00	0.2
Other Income	\$5,000.00	0.2
Natchitoches COA	\$4,274.00	0.2
Bossier COA	\$4,031.00	0.2
DeSoto COA	\$4,000.00	0.2
IOLTA 2003 Carryover	\$3,860.00	0.2
Sabine & DeSoto COAs	\$3,300.00	0.0
Claiborne COA	\$2,730.00	0.0
	\$2,561,975.00	100.0

Leosl Services of North LA Consolidated Budget (All Funding Sources) Statement With Budget Variance For The Periods Ending JUN 30. 2004

PTION	CURRENT MONTH ACTUAL	CURRENT Month Budget	CURRENT # MONTH VARIANCE	† YEAR TO Date Actual	YEAR TO Date Budget	YEAR TO # DATE VARIANCE	* ANNUAL Budget	ANNUAL * BUDGET VARIANCE
ERSONNEL:								
/ers	61779.48	65392.96	3613.48	374208.76	411272.75	37063.99	805995.00	431786.24
Clerks	1800.00	.00	1800.00-	2070.00	.00	2070.00-	.00	2070.00-
aleqals	6369.10	6228.92	140.18-	39608.12	43426.27	3818.15	82963.75	43355.63
er Staff	37709.67	38141.33	431.66	234482.19	247501.98	13019.79	494959.00	260476.81
loyee Benefits	19806.27	29011.34	9205.07	147871.10	174113.04	26241.94	345007.00	197135.90
OTAL PERSONNEL	127464.52	138774.55	11310.03	798240.17	876314.04	78073.87	1728924.75	. 930684.5B
ON-PERSONNEL:								
ice - Rent/Lease	.00	.00	.00	236.00	.00	236.00-	.00	236.00-
tgage Payments	.00	3909.58	3909.58	18928.11	23457.48	4529.37	46915.00	27986.89
ier Space Expense	12415.84	6566.68	5849.16-	34097.52	39400.08	5302.56	78800.00	44702.48
ripment Rental	1413.14	1833.34	420.20	7672.28	11000.04	3327.76	22000.00	14327.72
fice Supplies	6745.72	6687.07	58.45-	28618.80	40132.42	11513.62	79565.00	50946.20
[erhane	3527.18	5254.00	1726.82	21876.61	31524.00	9647.39	62148.00	40271.39
Board Members	89.28	700.00	610.72	290.78	4200.00	3909.22	8400.00	8109.22
Staff	135.05	817.92	682.87	760.56	4907.52	4146.96	9815.00	9054.44
aining - Board /Other	130.98	1116.67	985.69	347.76	6700.02	6352.26	13400.00	13052.24
aining - Staff/Other	2408.60	4091.65	1683.05	22503.83	24569.90	2066.07	48268.00	25764.17
brary Maintenance	403.64	2833.34	2429.70	11893.61	17000.04	5106.43	34000.00	22106.39
surance	2344.42	3539 .9 9	1195.57	14176.52	21249.94	7073.42	41800.00	27623.48
es and Fees	4407.50	1819.60	2587,90-	6532.82	10917.60	4384.78	21835.00	15302.18
dit	.00	200.01	200.01	.00	1200.06	1200.06	14000.00	14000.00
tigation	475.78	1316.66	840.88	3427.53	7899.96	4472.43	15800.00	12372.47
operty Acquisition	771.00	1566.66	795.66	67206.66	72349.96	5143.30	81750.00	14543.34
rchase Payments	3115.02	4553.01	1437.99	29370.36	27318.06	2052.30-	54636.00	25265.64
intract Services - Clients	508.71	3416.67	2907.96	11753.41	20500.02	8746.61	41000.00	29246.59
intract Services - Applicant	1296.00	7355.42	6059.42	7464.34	44112.52	36648,18	63225.00	55760.66
:her - Staff Recruitment	.00	366.67	366.67	309.30	2200.02	1890.72	4400.00	4090.70
	1525.00	1583.34	58.34	10004.98	9500.04	504.94-		8995.02
:her - Auto Maint. & Fuel		1291.67	148.95-	5865.90	7750.02	1884.12	15500.00	9634.10
ther - Interest Expense		1086.34	715.55	5628.60	6518.04	889.44	13036.00	7407.40
	.00	166.67	166.67	.00	2000.02	2000.02	3000.00	3000.00
	.00	500.25	500.25	3001.24	3001.50	.26	00.2004	3001.76
•	.00	1813.66	1813.66	.00	10881.96	10881.96	21764.00	21764.00
ad Debt	.00	.00.		.00.	.00	.00	.00	.00
ther - Miscellaneous	375.52	1082.50	706.98	1081.89	6495.00		12990.00	11908.11
TOTAL NON-PERSONNEL			21569.58		456786.22			520000.59
							2561974.75	1450485.17
	=========		2 22222222	=========	=========		=======================================	22222222



SECRETARY OF STATE

As Secretary of State, of the State of Louisiana, I do hereby Certify that

a copy of a Merger document whereby NORTHWEST LOUISIANA LEGAL SERVICES, INC., organized under the laws of LOUISIANA, is merged into

KISATCHIE LEGAL SERVICES CORPORATION

Organized under the laws of LOUISIANA,

Was filed and recorded in this Office on February 11, 2002, with an effective date of February 11, 2002.

I further certify that by virtue of the merger document, the name of the survivor is changed to

LEGAL SERVICES OF NORTH LOUISIANA, INC.

In testimony whereof, I have hereunto set my hand and caused the Seal of my Office to be affixed at the City of Baton Rouge on,

February (11, 2002

TRO 04711760N 35217186

Secretary of State

(Certification on back)

ARTICLES OF ADOPTION OF JOINT AGREEMENT OF MERGER BY THE BOARDS OF DIRECTORS AND MEMBERS

OF

NORTHWEST LOUISIANA LEGAL SERVICES, INC. Secretary of State AND OF

FOX MCKEITHEN Received & Filed

KISATCHIE LEGAL SERVICES CORPORATION DATE FEB 1 1 2002

On December 17, 2001, and on November 27, 2001, the Boards of Directors and the Members of Northwest Louisiana Legal Services, Inc., a Louisiana non-profit corporation, and Kisatchie Legal Services Corporation, a Louisiana non-profit corporation, respectively, at regular meetings called by the respective Chairpersons of the Boards of Directors, pursuant to notice, all as required by the By-laws of the respective corporations, at which quorums of the members of the Boards of Directors were present, by unanimous votes adopted the following Joint Agreement of Merger:

JOINT AGREEMENT OF MERGER OF NORTHWEST LOUISIANA LEGAL SERVICES, INC. INTO KISATCHIE LEGAL SERVICES CORPORATION

This Joint Agreement of Merger (the "Agreement") is entered pursuant to the provisions of Articles 242-243 and 245-246 of Louisiana Revised Statutes 12:201-269, the Louisiana Nonprofit Corporation Law, by all of the members of the Board of Directors of Kisatchie Legal Services Corporation, Inc. (the "Surviving Corporation"), a Louisiana non-profit corporation, and by all of the members of the Board of Directors of Northwest Louisiana Legal Services, Inc. (the "Constituent Corporation"), a Louisiana non-profit corporation. The Board of Directors of the Surviving Corporation constitutes all of the members of the Surviving Corporation, pursuant to Article IV of its Articles of Incorporation and to Article I of its By-laws, and the Board of Directors of the Constituent Corporation constitutes all of the members of the Constituent Corporation, pursuant to Article VII of its Articles of Incorporation.

JOINT AGREEMENT OF MERGER

I. Submission to Boards of Directors and Members and Mode of Putting Into Effect.

- A. This Agreement, pursuant to the provisions of Section 243A of the Louisiana Nonprofit Corporation Law, shall be submitted to the Board of Directors and members of each corporation for approval, in the manner required by law, and shall be executed for each corporation and acknowledged by their respective president and secretary.
 - b. This Agreement, when so approved, certified, signed and acknowledged, shall be delivered to the Secretary of State of Louisiana for filing and recording, and a copy of the Certificate of Merger issued by the Secretary of State, certified by him, shall be filed for record in the Office of the Recorder of Mortgages in each Parish in this State in which either corporation has its registered office and also shall be recorded in the Conveyance Records of each Parish in this State in which either corporation has immovable property, title to which will be transferred as a result of the merger.
 - c. The merger shall be effective, as between the respective corporations, as of January 1, 2002 (the "Effective Date"), and shall incorporate by reference the applicable provisions of that certain Memorandum of Understanding executed on October 29, 2001 and October 30, 2001, by the Board of Directors of Northwest Louisiana Legal Services, Inc. and by the Board of Directors of Kisatchie Legal Services Corporation, Inc., respectively.

II. Effect of Merger.

Upon the consummation of the merger, a new Board of Directors for the Surviving Corporation shall be selected (the Successor Board), and the effect of the merger shall be that established by Section 246 of the Louisiana Nonprofit Corporation Law and shall include the following:

- a. The Surviving Corporation and the Constituent Corporation shall be one corporation, which shall be the Surviving Corporation, and which shall survive the merger for that purpose. Alma S. Jones shall serve as the Interim Director, until such time as the Board of Directors of the Surviving Corporation shall designate a replacement or successor, and Sarah Campbell shall serve as Director of Litigation. Only the Board shall have the right to hire and fire these management positions. These staff members shall report directly to the Board.
- b. The separate legal existence of the Constituent Corporation shall cease.

- c. The Surviving Corporation shall possess all of the rights, privileges, and franchises previously possessed by it, as well as those rights, privileges, and franchises possessed by the Constituent Corporation as of the effective date of the merger.
- All of the property and assets of whatsoever kind or description of the Constituent Corporation, real or personal, movable or immovable, tangible or intangible, and all debts due on whatever account to it, shall be taken and be deemed to be transferred to and vested in the Surviving Corporation, without the necessity of further act or deed; provided, however, that sufficient assets of the Constituent Corporation shall be set aside by the Surviving Corporation, and reserved, as an accrued expense for the purposes of the preparation and completion of the calendar year 2001 audit and federal and state income tax returns of the Constituent Corporation.
 - e. The Surviving Corporation shall be responsible for the payment of all of the liabilities and obligations of the Constituent Corporation. However, the liabilities of the Constituent Corporation shall not be affected, nor shall the rights of the creditors thereof, or of any person dealing with the Constituent Corporation, be impaired by the merger.
 - f. Immediately upon consummation of the merger, the corporate name of the Surviving Corporation shall be amended to become "Legal Services of North Louisiana, Inc.," which corporation may apply for such trade name designations as the Board of Directors deems to be appropriate, such as, for example, "Kisatchie Legal Services, a division of Legal Services of North Louisiana, Inc.," and "Northwest Louisiana Legal Services, a division of Legal Services of North Louisiana, Inc.," for the primary purpose of identifying the former service areas of the Surviving Corporation and the Constituent Corporation.
 - g. The entirety of the staff of the Constituent Corporation will be retained in the positions which they currently hold, to the extent possible, except as regards the identity of their new employer, which shall be the Surviving Corporation, as renamed, Legal Services of North Louisiana, Inc.
 - h. The By-laws will require a vote of the majority of the Board rather than a quorum to close an office of the Surviving or Constituent Corporation.
 - i. As regards insurance of the Constituent Corporation and for its staff and employees, the Surviving Corporation shall provide, to the fullest extent possible, continuity of insurance coverage, whether by way of professional liability insurance, errors and omissions coverage, employer defense, unemployment insurance, workers' compensation insurance, comprehensive general liability insurance, property and casualty insurance, fidelity bonds and the like.
 - j. To the extent, if any, that this Agreement of Merger is not effectuated as of January 1, 2002, the Surviving Corporation shall enter into a subgrant with the Constituent Corporation, subject to the requisite approval of Legal Services Corporation, for its allocable share of grant funds based upon the poverty population used by the Legal Services Corporation for grants, less that service area's pro bono subgrants and administrative fees due by the Constituent Corporation to the

Surviving Corporation in the amount of two (2%) percent, prorated for each full month that the Surviving Corporation administers the subgrant. The Board of Directors of the Surviving Corporation may terminate any subgrants and cease payments of Legal Services Corporation funds if the Board of Directors determines that the Constituent Corporation has failed to comply with its subgrant obligations.

- k. Immediately upon consummation of the merger, the Surviving Corporation and the Constituent Corporation shall notify the Louisiana Bar Foundation of the merger, so that their respective grant applications for the distribution of IOLTA funds shall be considered as a single, consolidated grant application in the name of the Surviving Corporation.
- 1. To the extent possible prior to the effective date of the merger, the Constituent Corporation shall notify its clients of the anticipated merger and shall obtain the consent thereof for the Surviving Corporation to perform legal services on their behalf, instead of the Constituent Corporation. Upon the receipt of such consents, the Constituent Corporation shall withdraw from the representation of such clients, and the Surviving Corporation shall undertake such representation and shall assume the responsibility for such cases involving clients whose cases were funded under those grants transferred or reobligated to the Surviving Corporation. Cases under expiring grants also will be assumed by the Surviving Corporation if they satisfy Legal Services Corporation guidelines or other assumed grants' guidelines. With regard to all cases assumed by the Surviving Corporation, the physical files shall remain at the appropriate local offices, though the Surviving Corporation shall have legal custody of the files and full access thereto, dependant upon the availability of adequate storage facilities.
- m. The Surviving Corporation will not add staff upon consummation of the merger, except that it is anticipated that an attorney will be added to service the Minden area by the Constituent Corporation, and temporary full-time secretarial staff may be hired. In addition, it is anticipated that the Surviving Corporation may establish an office and staff in the Monroe, Louisiana, area to service clients in that area.
- n. A successor Board of Directors, known as the Interim Board of Directors, initially will govern the Surviving Corporation. Representation for the parties to this Agreement already has been determined. Representation for the Monroe area initially will consist of five (5) persons, three (3) of whom will be licensed attorneys and two (2) of whom will be eligible clients. The appointing authorities for these representatives will be determined by the Interim Board of Directors.

III. Changes in the Articles of Incorporation and the By-laws of the Surviving Corporation.

The Articles of Incorporation and the By-laws of the Surviving Corporation will not be

altered or otherwise affected by virtue of the merger, except that the name of the Surviving Corporation shall be changed from Kisatchie Legal Services Corporation to Legal Services of North Louisiana, Inc. immediately upon consummation of the merger, and the By-laws of the Surviving Corporation shall be amended in Article II thereof to reconstitute the Board of Directors of the Surviving Corporation. However, notwithstanding the foregoing, as a result of the merger the principal place of business of the Surviving Corporation shall be 720 Travis Street, Shreveport, Louisiana 71101, and its registered agents for service of process shall be Alma S. Jones and Sarah J. Campbell, whose address is 720 Travis Street, Shreveport, Louisiana 71101.

KISATCHIE LEGAL SERVICES CORPORATION	NORTHWEST LOUISIANA LEGAL SERVICES, INC.
By: Mary adams	By: Marshell Mikeny
Mary Agams, President	Marshall McKenzie, President
Ву:	By: Sma Brown, Secretary
Billie Joe Harmington, Secretary	Emma Brown, Secretary

CERTIFICATE

Billie Joe Marrington, Secretary

CERTIFICATE

The undersigned, Secretary of Northwest Louisiana Legal Services, Inc., hereby certifies that the foregoing Joint Agreement of Merger was adopted unanimously by the Board of Directors of Northwest Louisiana Legal Services, Inc. on December 17, 2001.

Emma Brown, Secretary

ACKNOWLEDGMENT

STATE OF LOUISIANA

PARISH OF NATCHITOCHES

Before the undersigned authority and in the presence of the undersigned competent witnesses personally came and appeared Mary Adams and Billie Joe Harrington, the President and Secretary, respectively, of Kisatchie Legal Services Corporation who, being duly sworn, did depose and say that they are the President and Secretary, respectively, of Kisatchie Legal Services Corporation, the Corporation described in and which executed the foregoing instrument as its free act and deed, and they signed their names thereto by order of the Board of Directors of the corporation.

THUS DONE AND SIGNED on this 29th day of January 2002.

WITNESSES

Mary Adams, President

Billie Joe Harrington, Secretary

Natchitoches Parish, Louisiana

(My commission is for life.)

ACKNOWLEDGMENT

STATE, OF LOUISIANA

PARISH OF CADDO

Before the undersigned authority and in the presence of the undersigned competent witnesses personally came and appeared Marshall McKenzie and Emma Brown, the President and Secretary, respectively, of Northwest Louisiana Legal Services, Inc. who, being duly sworn, did depose and say that they are the President and Secretary, respectively, of Northwest Louisiana Legal Services, Inc., the Corporation described in and which executed the foregoing instrument as its free act and deed, and they signed their names thereto by order of the Board of Directors of the corporation.

THUS DONE AND SIGNED, on this 29th day of January, 2002.

WITNESSES:

Melohn Day

Marshall McKenzie, Presiden

Emma Brown, Secretary

Caddo Parish, Louisiana
(My commission is for life.)

RECEIVED AND FILED LOUIE BERNARD CLERK OF COURT

AMENDMENT 46 25 9 36 AM '96 UNITED STATES OF AMERICA

BY-LAWS OF BATCHIOCHES PARISH OF LOUISIANA

KISATCHIE LEGAL SERVICES CORP. PARISH OF NATCHITOCHES

BE IT KNOWN THAT on this And day of November, 1995, before me, Savah J. Campbell, Notary Public, duly commissioned and qualified in and for the Parish of Natchitoches, State of Louisiana, therein residing, and in the presence of the witnesses hereinafter named and undersigned:

MARTIN S. SANDERS, III, Chairman, herein appearing and acting for KISATCHIE LEGAL SERVICES CORPORATION, formerly styled NORTH CENTRAL LOUISIANA LEGAL ASSISTANCE CORPORATION, do hereby certify that the by-laws of KISATCHIE LEGAL SERVICES CORPORATION, were hereby amended by changing Article II, Section 2 to read as follows:

Section 2. <u>Selection</u>. The Board of Directors of the corporation shall be selected as follows:

1.	Natchitoches Parish Bar Association	5 lawyers
2.	Red River Bar Association	
3.	DeSoto Parish Bar Association	1 lawyer
4.	Winn Parish Bar Association	.1 lawyer
5.	Grant Parish Bar Association	1 lawyer
6.	Sabine Parish Bar Association	2 lawyers
7.		1 lawyer
8.	Association	1 lawyer
. 0.	Seventh Judicial District Bar Association (Catahoula/ Concordia Parishes)	
9,	Natchitoches Office of Community Services	2 lawyers
10,	DeSoto Parish NAACP	1 representative
11.		1 representative
12,	Community Development Center - Ferriday	1 representative
13.	Winn Parish Co. 12	1 representative
	Winn Parish Council on Aging	1 representative
15.	Natchitoches Citizen League	1 representative
4Ð,	Natchitoches Voters and Civic League	
16.	LaSalle Community Action Agency	1 representative
		I representative

We, the undersigned, do certify that the foregoing amendment to the bylaws were duly adopted by the corporation at a meeting duly held and called on the 212 day of <u>November</u>, 1995.

KISATCHIE LEGAL SERVICES CORPORATION

BY: /////

Jeddie Lee Jackson SECRETARY

ATTEST:

T

BY-LAWS

KISATCHIE LEGAL SERVICES CORPORATION

ARTICLE I Membership

The membership of the corporation shall consist of the members of the Board of Directors during their respective terms in office, and such other Persons and organizations as the Board of Directors shall determine from time to time to admit to membership in the corporation, which admission to membership shall be upon such terms and conditions and for such term as the Board of Directors shall determine.

ARTICLE II Board of Directors

Section 1. Number and Term: The affairs of this corporation shall be managed and its corporate powers exercised by a Board of Directors composed of fifteen (15) members. Each director shall hold office for the term of one (I) year and until his successor is selected and qualified, and shall be eligible for reelection or reappointment. Elections shall take place at the time set forth in the articles.

Section 2. <u>Selection</u>: The Board of Directors of the corporation shall be selected as follows:

A. The following organizations shall designate the indicated number of attorneys who are admitted to practice in Louisiana, and who have interest in, and knowledge of, the delivery of quality legal services to the poor:

2.	Natchitoches & Red River Bar Association (One from Natchitoches Parish and 1 from Red River Parish)	2
4. 5. 6. 7. 8.	Desoto Parish Bar Association Winn Parish Bar Association Grant Parish Bar Association Sabine Parish Bar Association Natchitoches Area Action Association North Centrala, Inc Natchitoches Parish Voters & Civic League, Incorporated Natchitoches Economic Development Corp.	1 1 1 1 1 1 1 1 1

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RESOLUTION

WHEREAS, it is the desire and intent of KISATCHIE LEGAL SERVICES CORPORATION to amend Section 2 of the By-Laws of this corporation so as to make the changes indicated on the attached exhibit; and

WHEREAS, the proposed changes have been reviewed by the membership of the said corporation; and

WHEREAS FURTHER, under state law, it is necessary to designate some person to execute an authentic act incorporating said changes in the Charter of said corporation;

NOW THEREFORE, BE IT RESOLVED that MARTIN S. SANDERS, III, Chairman of this corporation, be and he is hereby authorized and empowered to appear before a Notary Public commissioned and qualified to act within the Parish of Natchitoches, Louisiana, and to execute a proper notarial declaration of the Amendments to the By-Laws of KISATCHIE LEGAL SERVICES CORPORATION, as embodied in the sample authentic act, which is attached to and made a part of this resolution.

BE IT FURTHER RESOLVED that the said notarial declaration be filed with the Secretary of State for the State of Louisiana and the Clerk of Court for Natchitoches Parish, Louisiana, in accordance with Louisiana R.S. 12:31 et seq.

The above Resolution having been put to a vote on November 2, 1995, was passed unanimously by the membership present.

THUS DONE AND SIGNED on this 2nd day of November

1995.

ATTEST:

STATE OF LOUISIANA PARISH OF NATCHITOCHES

I MEREBY CERTIFY THAT THE ABOVE AND FOREGOING IS A TRUE AND CORRECT TOPY OF THE ORIGINAL INSTRUMENT AS SAME APPEARS ON FILE IN MY OFFICE IN THE ABOVE NAMED PARISH AND STATE TOGETHER WITH ALL ENDORSEMENTS THERFON APPEARING

WITNESS MY HAND AND SEAL OF OFFICE

THIS TOT DAY OF CENT 18, TO

B. The following organizations shall designate the indicated number of persons, who shall reasonably reflect the intere and characteristics of the eligible clients in the area served: and further, five of these individuals must be actual eligible clients under the Corporation Act and Regulations.

1.	Natchitoches Area Action Association	•
3.	Red River Parish Voters 5 Cd.	-
4. 5.	Incorporated Desoto Parish NAACP Area Councils on Aging	1
	(To be retated in alphabetical order among the parishes of Desoto, Grant, Natchitoches, Red River, Sabine and Winn)	. *
	Winn) Winn)	
6'. 7.	Natchitoches Economic Development Corp. Winn Parish Area Action Association	1 1 1

Section 3. <u>Directors' Meetings</u>: The meeting of the Board of Directors shall be held as early as possible in the month of January, following the annual selection of directors. The officers shall be elected at this time. Regular meetings of the Board of Directors shall be held four (4) times annually, the time and date determined by the Board of Directors. Special meetings of the Board of Director may be called by the President or Secretary upon the written request of five (5) Directors.

Section 4. Notice of Meetings: Except as other wise provided in the Articles of Incorporation, notice of all meetings of the Board of Directors shall be given by regular mail to each director at least five (5) days before the date therein designated for such meeting, ar the business to be brought before the meeting.

Section 5. Quorum: The presence of eight (8) Directors shall be necessary at any meeting of the Board to constitute a quorum to transact business. The act of a majority of Directors present at a meeting when a quorum is present shall be the act of the Board of Directors. In cases where a policy decision is urgently necessary, the Board of Directors or the Executive Committee may vote by telephone or by mail, provided that a majority of the Board of Directors or Executive Committee as the case may be, approved such procedure at the time it is used.

Section 6.

- A. <u>Voting</u>: At all meetings or acts of the Board of Directors, each Director is to have one (1) vote. Unless otherwise provided by the Articles of Incorporation, the By-Laws, or by resolution of the Board, all elections shall be had and all questions presented by a majority vote of the Directors present.
- .B. Proxy Voting: At any meeting of the Board of Directors every Board member having a right to vote in person shall be entitle to vote by proxy appointed by an instrument in writing subscribed by such Director, and bearing the date the proxy was issued. The said proxy shall be valid only at the next board meeting subsequent to th date of the issue, unless said instrument provided for a longer peri The aforesaid proxy need not be a director of the corporation. Section 7.

- A. <u>Vacancies</u>: Upon the resignation or removal of a Direc tor, such Director shall be replaced on the Board of Directors by a person designated by the organization of the removed or resigned Director. If a Board organization or agency under Article II, Section of agency under Article III, Section of Article III, 2, hereof without good cause fails to designate a representative within thirty (30) days from the commencement of a new term, the Boa: may designate a temporary representative to serve in the place of surepresentative until the Board organization or agency makes its design nation. The Board in making the temporary designation shall consider the purpose and structure of the agency or organization.
- B. If a Board Organization or agency designated in Article II, Section 2, hereof ceases to function or is dissolved then the Board may designate successor individuals, organizations, or agencies by amendment or these By-Laws.
- Section 8. Power to Elect Officers: The Board of Directors, at its annual meeting, shall elect a President, Vice-President, Secretar and a Treasurer. The Board of Directors shall have the power to appoint such other officers as the Board may deem necessary for the transaction of the business of the corporation. The Board shall have the power to fill any vacancy in any office, occuring for any reason

Section 9. Removal of Directors and Officers: Any officer may be removed from office by the affirmative vote of two-thirds (2/3) of the full Board of Directors, present in person, at any special meeting called for that purpose, when, in the Board's judgment, the best interest of the corporation would be served thereby. Any such officer proposed to be removed shall be entitled to at least five (5) days notice in writing by mail of the meeting, at which such removal is to be voted upon and shall be entitled to appear before and be heard at such meeting, at which time he/she may present such witnesses and make such defense as he/she deem advisable. The removal from the Board of a Director, shall first be suggested by the vote of two-thirds (2/3) of the full Board of Directors present in person at any regular or special meeting called for that purpose, whenever in the Board's judgment the best interest of the corporation would be served thereby. Upon such suggestion, t Secretary shall inform the organization that is represented by the said Director of the suggestion and the reasons therefor by certifie mail. If the organization represented by the said director refuses recall the director, then a special meeting to remove the director shall be called. All Board members shall be notified in writing, by mail, at least five (5) days prior to the special meeting at which such removal is to be voted on. The director to be removed shall be entitled to appear before and be heard at such meetings, at which til he/she may present such witnesses and make such defense as he/she deem advisable. A director shall be removed from the Board upon the affirmative vote of two-thirds (2/3) of the full Board of Directors present in person at the said special meeting called for that purpose

Section 10. Employees and Agents: The Board of Directors shall employ an Executive Director or supervise the daily operation of the corporation, and to manage the fiscal affairs of the corporation. The Executive Director and his deputy shall have the power to draft all checks in the execution and management of the payroll, travel, litingation fees, general account of the corporation, when the expenditure is less than \$500.00. The Executive Director shall be responsible.

for hiring staff attorneys and the non-professional staff. The Executive Director shall be required to adopt a formal personnel policy manual establishing the terms of employment, salary, etc. This manual must be approved by the Board of Directors.

Section 11. Power to Appoint Executive Committee: The Board of Directors shall have the power to appoint an Executive Committee composed of all officers and two (2) additional Directors, at the annual meeting of the Board of Directors, who shall have and exercise the authority of the Board of Directors in the management of the business of the corporation between meetings of the Board.

Section 12. Other Committees: The Board may at its discretion appoint such other committees as amy be necessary.

ARTICLE III

Section 1. Officers: The officers of the Board of Directors shall be the officers of the corporation. They shall consist of the President, Vice-President, Secretary, and Treasurer, and such other officers as the Board may deem necessary.

Section 2. <u>President</u>: The President shall preside at all meetings of the membership and of the Board of Directors. He/she shall have and exercise general charge and supervision of the affair of the corporation and shall do and perform such other duties as may be assigned to him/her by the Board of Directors.

Section 3. <u>Vice-President</u>: At the request of the President, o in his/her absence or disability, the Vice-President shall perform the duties and posses and exercise the powers of the President; and to the extent authorized by law the Vice-President shall have such other powers as the Board of Directors may determine, and shall perform such other duties as may be assigned to him/her by the Board of Directors.

Section 4. Secretary: The Secretary or his/her designee shall keep a complete record of all meetings of the corporation and of the Board and shall have general charge and supervision of the books and records of the corporation. The Secretary shall sign such papers

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pertaining to the corporation as he/she may be authorized or directed to sign by the Board. The Secretary shall serve all notices required by law and by these By-Laws and shall make a full report of all matters and business pertaining to his/her office to the members at the annual meeting. The Secretary shall keep the corporate seal and affix it to all papers requiring a seal. The Secretary shall keep complete membership records. The Secretary shall make all reports required by law and shall perform such duties as may be required of him/her by the membership of the Board.

- A. <u>Treasurer:</u> The Treasurer shall have the custody of all funds, property and securities of the corporation, subject to such regulations or resolution as may be imposed by the Board of Directors. The Treasurer may be required to give bond for the faith ful performance of his/her duties, in such sum and with such surety as the Board of Directors may require. When necessary or proper, he/she may endorse, on behalf of the corporation for collection, check notes, and other obligations and shall deposit the same to the credit of the corporation at such bank or banks of depository as the Board of Directors may designate. The Treasurer shall sign all receipts and vouchers and together with such other officer or office if any, as shall be designated by the Baord of Directors he/she shall sign all checks of the corporation, and bills of exchange and promissory notes issued by the corporation, except in cases where the signing and execution thereof shall be expressly designated by the Board of Directors or by these By-Laws to some other officer, employee or agent of the corporation. The Treasurer shall make such payments as shall be necessary or proper to be made on behalf of the Corporation. He/she shall enter regularly on the books of the Corporation to be kept by him/her for the purpose, full and accurate account of all monies and obligations.
- B. The above duties of the Treasurer shall devolve upon the Executive Director and other designated employees of the Corporation at a time set by the Board of Directors in accordance with Artic

II, Section 10. The Treasurer and President of the Corporation shall exercise the above powers in the absence of the Executive Director an his deputy, or when directed to do so by the Board on specific matter

ARTICLE IV Amendments

These By-Laws may be amended as follows:

At any special or regular meeting where a quorum is present the By-Laws may be amended by a majority vote of those present, provided that a ten day notice to the members has been given, showing what changes are to be made.

We, the undersigned, do hereby certify that the foregoing By-Law were duly adopted by the Corporation at a meeting duly held and calle on the day of October A.D. 1978

KISATCHIE LEGAL SERVICES CORPORATION

BY:

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Te Nicotal

President

Secretary